

**SECRET**

3 November 1960

**MEMORANDUM FOR:** Assistant Director for Operations

**SUBJECT:** Comment on the Inspector General Survey of  
Agency Training

1. The reaction of FID to the recommendations for an organized Agency-wide program of required training, as outlined in the summary conclusions of the IG survey report, is basically negative.
2. The proposed program of comprehensive indoctrination, specialization, mid-career, and terminal training implies an inherent degree of rigidity and compulsion which may not always be in the best interest either of the employee or the Agency. Certainly it would appear to take from immediate supervisors and Career Boards much of the definition and direction of employee training.
3. The suggested program also appears to take an academic rather than a practical approach to training problems, attempting to compensate through regulation for supervisor failure to recognize responsibility and take action with respect to training needs.
4. The initial provision of the proposed program, whereby the JOT system of recruitment, selection and training would be adopted to meet all junior officer requirements throughout the Agency, seems particularly undesirable from our viewpoint. In effect it would most likely result in staffing the more glamorous areas of the Agency at the expense of others.
5. The JOT attrition rate of 20% per year during training raises a doubt as to whether the training of junior professionals should be entrusted to the JOT system.
6. A mid-career training program which prepares officers to assume broader responsibilities, rekindles motivation for intelligence service, and broadens understanding of the Agency's mission would indeed be a desirable development. It would, however, be an unusual development if the specified objectives of this training program were achieved through formal training sessions alone with any lasting effect on the participants.

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Reaction to the terminal course for oldsters is in similar vein. However, excepting for the compulsory participation requirement there is no objection to this phase of the training program.

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**J. J. HANNAH**  
Chief, Foreign Documents Division

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